

# California - Child and Family Services Review

## Mariposa County

### Annual SIP Progress Report

October 1, 2014 – September 30, 2015



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### **ATTACHMENTS:**

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# INTRODUCTION

Mariposa County's latest submittal of the Annual System Improvement Plan Progress report is a continuation of a commitment to fulfill the expectations of the California Child and Family Services Review (C-CFSR) process. Originated through Assembly Bill 636 (Chapter 678, Child Welfare System Improvement and Accountability Act of 2001), the C-CFSR underwent by Mariposa County included the outcomes and accountability portion that consists of the following continuous improvement activities: County Self-Assessment (CSA) by which Mariposa County participated in thorough qualitative agency reviews; Peer Review (PR) that was conducted in partnership with representatives from five nearby small counties; and System Improvement Plan (SIP) that established a 5-year operational agreement (2013 – 2018) between California Department of Social Services, Mariposa County Child Welfare Services, and Mariposa County Probation to address key performance outcome measurements resulting from the PR and CSA findings.

The performance demonstrated in Year 2 SIP Progress report coincides with changes that occurred within Mariposa County agencies. For Human Services Department, the leadership of Chevron Kothari brought about a number of internal reforms meant to both reinforce investment of all staff into HSD mission/purpose as well as provide strategic direction to ensure that mission/purpose is being effectively implemented. This encompassed the development of various committees to improve department-wide processes (i.e., communication, policy/procedure, etc.) and organizational restructuring of the Social Services division that directly affects Child Welfare Services.

Key indications show that these measures have been well received by staff. Two separate surveys, developed by an independent third party, were administered to HSD staff within the past two years – one in year 2013 and the most recent in January 2015. The purpose of the surveys were to assess various aspects of employee satisfaction and adherence to organizational standards of behavior. In comparing the two surveys, year 2015 survey showed significant ratings improvement in the areas of management/supervisor perception, work area perception, and attitudes regarding employee treatment and organizational reputation. These findings from the most recent survey suggest that in spite of some reform measures still being in development, the leadership demonstrated during Chevron's tenure has created a positive cultural shift necessary in delivering high performance.

Child Welfare Services, as well as Probation, faces the challenge of parlaying the same level of high expectation into the meeting the goals established in the SIP. Specific areas of focus include S1.1-No reoccurrence of maltreatment, C1.4 – Re-entry following reunification, and 2F – Timely Monthly Caseworker Visits. This SIP Progress report is based on CWS/CMS performance outcome data during four quarters in the year 2014 – 2015 and reveals how Mariposa County executed the prescribed strategies and action plans to achieve improvement in the areas of focus. Although the results demonstrate continued growth in most of the areas of focus, observations within both Child Welfare Services and Probation suggest further opportunities exist to better serve the long term interest of Mariposa County clients.

# SIP PROGRESS NARRATIVE

## STAKEHOLDERS PARTICIPATION

Human Services Department continued to work with community stakeholders through the Mariposa Abuse Prevention Council meetings to develop programs associated with the OCAP proposal and the System Improvement Plan. Key programs developed and approved by the Board of Supervisors during this period include the following: 211 Project is a collaboration with United Way of Merced County, Mariposa Safe Families, and HSD to provide free telephone and online service that connects Californians quickly and effectively to existing health and human service programs, joblessness support and disaster response information in their communities; Child Protective Unit (CPU) is a community-based effort in collaboration with Mariposa Safe Families to provide education to children and parents in the area of child abuse prevention. Both programs received thorough review and evaluation from Patty Harper of the Office of Child Abuse Prevention.

The CDSS Office of Outcomes and Accountability Bureau held quarterly conference calls with the County to review the most recently-released UCB CWS/CMS Dynamic Report. Those calls were facilitated by Henry Franklin of the Outcomes and Accountability Bureau and included: Nancy Bell, Deputy Director of Human Services; Connie Pearce, Supervising Deputy Probation Officer III; Susan Arlington and Sheila Baker, CWS Supervisor IIs; and Dumile Wilson, Staff Services Analyst.

On an organizational note, Human Services Department hired Barbara Gatlin as Deputy Director of Social Services and promoted Nancy Bell to Assistant Director. Going forward, Barbara Gatlin will be the primary contact for Human Services Department regarding the System Improvement Plan and all matters related to Child Welfare Services.

## CURRENT PERFORMANCE TOWARDS SIP IMPROVEMENT GOALS

Child Welfare Services identified S1.1 No Recurrence of Maltreatment and C1.4 Reentry Following Reunification as the two focus areas for the SIP.

### PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR DATA ANALYSIS – S1.1

S1.1 - No Recurrence of Maltreatment. This measure reflects the percent of children who were victims of child abuse/neglect with a subsequent substantiated report of abuse/neglect within 6 months.

Mariposa County finished at a measurement of 90.0% during the Q1, 2015 review period (4/1/14 – 9/30/14) and achieved the following measurements for the stated quarters in the chart below:

#### **S1.1 Quarterly Performance by % and number of no recurrences vs. total population of those served**

| Q2, 2014     | Q3, 2014     | Q4, 2014      | Q1, 2015     |
|--------------|--------------|---------------|--------------|
| 100% (28/28) | 100% (28/28) | 92.3% (12/13) | 90.0% (9/10) |

**National Goal – 94.6%**  
**SIP Goal – 94.6%**  
**CSA Performance – 75.0%**

The demographic composition of the caseload for Q1 2015 is consistent with other measurements for Mariposa County. Of the ten children, nine are White and one is Hispanic. The age distribution includes the following: one child between ages 1 and 2; one child between ages 3 and 5; one child between ages 6 and 10; five children between ages 11 and 15; and two children age 16+.

Based on the performance percentages during each period, the trending in the above graph would suggest a slight decline for the entire year. With a 100% during the first two quarters, the subsequent declining totals of 92.3% and 90% for the last two quarters need to be explored further. Upon further reflection, Q4 2014 and Q1 2015 experienced over 50% declines in the number of cases. Of all 58 counties throughout California, only Sierra County had a lower number of cases (6) for this measurement during the Q1 2015 period. Consequently, the performances of counties with lower caseloads such as Mariposa County are impacted at a greater level when reoccurrences happen.

One key factor behind the decline in the number of overall cases for S1.1 involves the decline in referral rates over the past few years. During year 2010, Mariposa County's referral rate (# of children referred per 1000 children) was at 101.2 and stood as one of the largest among all 58 counties. By end of 2014 (involving much of this SIP Progress report period), the number stood at 52, close to a 50% decline and below the state referral rate of 54.6%.

Mariposa's decline in referral rates is attributed to Child Welfare Services' increased education throughout the community as well as coordinated efforts among key partners. Sources for referrals include schools, hospitals, the Sheriff's Office, and the Human Services Department's internal after-hours program. Research of the referrals during year 2010 showed that a number of the CWS referral calls were actually outside the scope of what constituted a potential child abuse or neglect case and required the services of a different entity such as Differential Response. During mandated reporting training, CWS staff has emphasized the criteria of a CWS referral and assisted other organizations in establishing procedures that would help meet the needs of the individuals involved in the referral calls.

#### PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR DATA ANALYSIS – C1.4

C1.4 – Reentry after Reunification. This measure reflects the percent of all children discharged from foster care to reunification during the year, who reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year.

CWS performance (0%) during the Quarter 1, 2015 review period (4/1/13 through 3/31/14) continues to follow the improvement established in Year 1 in comparison to the CSA performance rate of 11.1%. See chart below for quarterly performance in Year 2 of the SIP:

##### **C1.4 Quarterly Performance by % and number of no reentries vs. total population of those served**

| <b>Q2, 2014</b>  | <b>Q3, 2014</b>  | <b>Q4, 2014</b>  | <b>Q1, 2015</b>  |
|------------------|------------------|------------------|------------------|
| <b>0% (0/10)</b> | <b>0% (0/12)</b> | <b>0% (0/18)</b> | <b>0% (0/21)</b> |

**National Goal – 9.9%**  
**SIP Goal – 0%**  
**CSA Performance – 11.1%**

For the periods Q2 2014 through Q1 2015, no children were reported as reentries after reunification. The demographics of the children in the Q1 2015 sample were: two children between ages 1 and 2; five between 3 and 5; ten between 6 and 10; and four between 11 and 15. Sixteen of the children were white; three were American Indian; and two were Hispanic.

Evidenced-based tools such as Safety Organized Practice (SOP), Structured Decision Making (SDM), and Team Decision Making (TDM) continue to be implemented throughout Ongoing Unit and have played an integral part in the performance of this area over the past year. However, in reviewing Mariposa County's support for reunification, it is incumbent to bring to light potential problem areas that could have an impact in the future. For instance, our social workers are increasingly encountering cases in children demonstrating traumatic behavior as a result of circumstances in the allegations and do not have the adequate training to address such unique behavior. If left unaddressed, trauma-induced behavior among children could both increase the chance of reentry and lead to long-term adverse behavioral health. Furthermore, the efforts for family maintenance are challenged as limited funds are available to provide parental education and introduce parental tools that could improve the chances of long-term success in the reunification.

Moving forward, CWS unit seeks to research and implement long-term solutions that hopefully mitigate the previously mentioned risks and allow for greater likelihood of long-term reunification across all cases. First, from an organizational perspective and given our relatively smaller caseload, significant consideration is being given to remove the separation of intake/continuing case arrangement and assign all cases to social workers from beginning to end. The desired effects for this include equity across the team, continuity of care, and social workers having an increasingly successful alliance with the families. An additional solution includes opening Voluntary Family Maintenance (VFM) cases to provide services beyond 30 days. Finally, CWS is seeking to develop protocols and training with our Behavioral Health unit for children exhibiting trauma-induced behavior.

## PRIORITY OUTCOME MEASURE OR SYSTEMIC FACTOR DATA ANALYSIS – 2F

2F – Timely Monthly Visits. This measure reports the percent of months requiring an in-person contact which the contact occurred.

### 2F: Performance for Timely Monthly Caseworker Visits

| Q2, 2014   | Q3, 2014   | Q4, 2014   | Q1, 2015   |
|------------|------------|------------|------------|
| 100% (6/6) | 100% (6/6) | 100% (5/5) | 100% (5/5) |

**National Goal – 90.0%**  
**SIP Goal – 100%**  
**CSA Performance – 55.6%**

Probation has maintained momentum established in year 1 of the SIP, achieving 100% in this measurement across all four quarters. Much of this improvement is attributed to increase awareness and proficiency in the use of CWS/CMS. As documented in the Year 1 SIP Progress report, the previous low scores in this area occurred primarily due to lack of electronic documentation. To build on the improvement exhibited and enhance an existing partnership, Probation will collaborate with CWS in two different means. In addition to helping with Wrap around

cases, CWS will provide a super user to Probation for assistance and monitor in the data entry into CWS/CMS. This will ensure that Probation's timely visits are accurately reflected and fully accounted.

## STATUS OF STRATEGIES

### CWS PRIORITY OUTCOME MEASURE 1 – S1.1 NO RECURRENCE OF MALTREATMENT

#### *STRATEGY 1:*

Utilize Participatory Family Planning Strategies: Safety Organized Practice (SOP) and Team Decision Making Meetings (TDM).

#### *ACTION STEP STATUS:*

CWS unit received extensive training in SOP and TDM and implemented tools such as Safety Mapping, Three-Houses and Scaling. Action Step B from **Five Year SIP Chart** is still being pursued as the organizational review of policy and procedures has stagnated the development of specific CWS policies and procedures. CWS will explore continuum of care protocol as an additional action step, as research supports that its implementation leads to reduction in maltreatment.

#### 2015 UPDATE

- A. Monthly training for SOP concluded in January 2015. New workers received SDM training.
- B. Human Services Department currently implementing organization wide improvement effort in policy and procedures. This effort is expected to be complete by 1/31/16.
- C. Ongoing effort continues in reinforcing use of all tools.
- D. Usage of SDM monitored through Safe Measures.
- E. TDMs are held for some detentions. P & P evaluations are pending.
- F. SOP tools used as training progresses.
- G. Contract for Differential Responses Services ended in May 2014. CPU-Second Step has been created as alternative option and implemented through efforts of Mariposa Abuse Prevention Coalition. Program officially started in May 2015.

#### *METHOD OF EVALUATION AND/OR MONITORING:*

Social workers are expected to fully use TDM and SOP for clients and upon completion, log sessions into CWS/CMS. Currently, CWS supervisors and management do not have a definitive mechanism by which to track SOP and TDM participation. Unlike SDM, which can be tracked through Safe Measures, the tracking of SOP and TDM requires a special project code within CWS/CMS and is currently not available for Mariposa County. CWS management are vetting this option with CDSS to determine feasibility.

#### *ADDITIONAL STRATEGIES (WHEN APPLICABLE):*

None

*PROGRAM REDUCTION:*

None

**CWS PRIORITY OUTCOME MEASURE 2 – C1.4 REENTRY FOLLOWING REUNIFICATION**

*STRATEGY 1:*

Utilize Participatory case planning strategies and Evidence and Strength Based Programs: Structured Decision Making (SDM), Safety Organized Practice (SOP) and Team Decision Making (TDM).

*ACTION STEP STATUS:*

CWS has completed the majority of Action Steps A – E from **Five-Year SIP Chart**. As mentioned in the previous measurement, policy and procedures for SDM are still in development and will hopefully be completed upon review of organizational overhaul of policy and procedures. The staff makes consistent usage of SDM assessment for risk and safety, using the findings to help make the best decisions. Also, as previously mentioned, an increasing number of children demonstrating trauma-induced behavior is being noted. To establish training and exchange valuable information, bi-weekly meetings will be held between Child Welfare Services, Probation, and Behavioral Health.

**2015 UPDATE**

- A. Monthly formal training for SOP concluded in January 2015. Tools continue to be used.
- B. Training on new version of SDM expected to commence by end of year 2015.
- C. P & P development is area of focus with new director – new staff being hired to assist in this process.
- D. We have begun to use tools and practice strategies with clients. This will be enhanced with continued training, coaching, and development of clear policies and procedures.
- E. Supervisors continue to use Safe Measure for consistency of SDM usage. Change in CWS organizational structure is expected to have a positive effective on case staffing.

*METHOD OF EVALUATION AND/OR MONITORING:*

CWS uses both qualitative assessment tools and quantitative means to evaluate and monitor action steps in this strategy. Supervisors will assist and coach social workers during case reviews, often times accompanying social workers during visits. Safe Measures provides an invaluable tool by which SDM can be tracked. From October 2014 through June 2015, the Continuing Unit had 72 referrals that required safety assessments and completed 68. Of those 68 completed, 35 had been completed late (longer than two working days of the first contact).

*ADDITIONAL STRATEGIES (WHEN APPLICABLE):*

None

*PROGRAM REDUCTION:*

None

*STRATEGY 2:*

Provide and Guide Strategic Support for Families During the Family Reunification (FR) and Family Maintenance (FM) Service Components of CWS.

*ACTION STEP STATUS:*

CWS continues to make inroads in fulfilling the action steps under this strategy. The Central California Training Academy has provided insight on issues related to topics within SOP and TDM. The addition of an analyst has also aided in the development of programs and maintenance of contractual programs with community partners in support of FR and FM.

*2015 UPDATE*

- A. P&P development is an area of focus with new director – new staff being hired to assist with this process.
- B. See response to Action Step A of this strategy
- C. Social workers utilized the tools and documented activities in CWS/CMS.
- D. CWS participates in quarterly reviews with Henry Franklin to discuss measurements and effectiveness of strategy approach and action plan

*METHOD OF EVALUATION AND/OR MONITORING:*

See Action Step Status

*ADDITIONAL STRATEGIES (WHEN APPLICABLE):*

None

*PROGRAM REDUCTION:*

None

**PROBATION PRIORITY OUTCOME MEASURE 2F –TIMELY MONTHLY CASEWORKER VISITS**

*STRATEGY 1:*

Increase Outcome Measure 2F by improving CWS/CMS Data Input.

*ACTION STEP STATUS AND 2015 UPDATE:*

- A. CWS/CMS data input has been identified as a priority when probation youth are removed from parent and ordered into placement. For the short period of time last year, when Probation had a youth in a group home program, the Juvenile Officer assigned to the case, diligently entered data into the CWS/CMS system timely. Expected deadlines for entering data is to do so within 24 work hours of placement related activity. Going forward, CWS will assist Probation by providing a super user for data entry into CWS/CMS.

- B. In August 2014, the Supervising Deputy Probation Officer and Deputy Probation Officer assigned to the Juvenile Division completed CWS/CMS New User Training. It is anticipated that officers assigned to the Juvenile Division will need to complete new user training every time we place a youth in a group home program. Out-of-home placement is a rare occurrence for the Mariposa County Probation Department; therefore the officers are not proficient at maneuvering through the CWS/CMS system.
- C. CWS Social Workers have assisted the DPO in entering CWS/CMS data timely and accurately.
- D. Probation Department makes use of a quick reference guide that is available through CDSS website.

*METHOD OF EVALUATION AND/OR MONITORING:*

Cases involving juvenile probation are monitored via CWS/CMS. Management will generate and review reports to ensure that correct application are used and that probation officers are adhering to policies and procedures. As previously mentioned, CWS will assist Probation in data entry by making a super user available.

*ADDITIONAL STRATEGIES (WHEN APPLICABLE):*

None

*PROGRAM REDUCTION:*

None

## **OBSTACLES AND BARRIERS TO FUTURE IMPLEMENTATION**

Obstacles and barriers to implementation of strategies can be traced to both internal matters within HSD as well as external factors throughout Mariposa County. In fulfilling Strategy 1 of S1.1 measurement (Utilizing Participatory Family Planning Strategies: SOP & TDM), CWS received a year-long training that concluded in January 2015. As documented throughout this report, the social workers have benefited greatly from the tools presented in the training. However, upon conclusion of the year-long training, refresher training has been sporadic at best with only two sessions since the January training. More consistent training must be available to ensure that CWS staff are efficiently and effectively meeting the needs of the clients.

Further difficulties arise in written policy and procedures. HSD is currently undergoing an organization wide overhaul of policies and procedures. Although CWS developed a number of policy and procedures before the beginning of the overhaul, the unit is limited in its ability to develop new policy and procedures due to the protracted circumstances involved in the organizational review.

Our ability to fully carry out Strategy 2 of Measure C1.4 (Provide and guide strategic support for families during the family reunification (FR) and family maintenance (FM) service components of CWS) is impacted due to fiscal matters and partnership availability. As with all counties in California, our CWS funding is available through Realignment. Although the existing funding allows for the unit to meet the fundamental needs of the existing caseload, the funding does not include key Family Maintenance measures. Specific programs such as Home

Visitors-Parenting could provide valuable tools for families, thereby increasing the chance of long-term success during reunification.

The issue of partnership availability originates from conflicting demands of the community. Previous programs by CWS to promote family maintenance (i.e., Differential Response) have been met with skepticism and resistance from Mariposa County participants. As an alternative, we must rely on partnerships with community organizations to carry out the same intention. This is done in collaboration with OCAP funding. The size of our county and the availability of partners limit the timeliness and means by which this option can be pursued.

An example of this dilemma is Mariposa Safe Families (MSF). It has been a valuable partner with CWS for over a decade. Most recently, they played an integral part in the development and implementation of the school-based CPU-Second Step program. However, as it stands, MSF is the only non-profit entity within Mariposa County that has the credentials to carry out family maintenance programs in the manner that is compliant with California Child Welfare laws. It has been without a Director for close to two years. The CAPC reorganized the staffing within MSF. There is still no immediate plan to fill the director position. The CAPC oversees day-to-day operations of MSF and its programs. The Mariposa Safe Families Board acts as the local CAPC.

Probation's obstacle occurs through its infrequent need to use the CWS/CMS system. This represents both a success because the County has few juvenile placements and an obstacle since the CWS/CMS system is complex and requires frequent use to develop proficiency.

## **PROMISING PRACTICES/ OTHER SUCCESSES**

Child Protection Unit (CPU) - Second Step received approval from the Board of Supervisors in the early part of 2015 and was implemented for the second half of year 2014 – 2015 school year. It is a community-based effort, coordinated by Mariposa Safe Families, to enhance school-based activities to prevent child abuse and neglect and to coordinate activities to strengthen families to reduce the likelihood of child abuse and neglect. The effort is comprised of several components which target the general public:

- Education for Youth: CPU is a 6-week promising evidence-based curriculum that will be presented to children in grades Pre-K through 3 at all schools within Mariposa County. Lessons are focused around giving students the social and practical skills and tools to identify signs, resist (when they are able) and seek support surrounding issues of abuse and neglect. Additionally, it helps children to know how and when to disclose abuse.
- Education for Parents: CPU's parent component utilizes school based outreach events to educate and engage parents about abuse and neglect – helping them to understand it as well as identify the signs of other children who may be experiencing abuse.
- Education for School Staff: All teachers and school staff will attend a 90-minute Second Step training module to learn how to recognize indicators of abuse or neglect, respond in a supportive way, and report abuse. Additionally, although the teachers will not be presenting the curriculum to students themselves, they will learn about the curriculum and how to reinforce it in their schools.

Mariposa Probation has reduced/eliminated the need for out of home placement by utilizing the local Wraparound program to keep youth with their families.

**Priority Outcome Measure or Systemic Factor:** S1.1: No Recurrence of Maltreatment

Of all children who were victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?

**National Standard:**  $\geq 94.6\%$

**CSA Baseline Performance:** According to the October 2012 Quarterly Data Report (Quarter 2 of 2012) of the 68 children who were victims of a substantiated maltreatment allegation between July 1, 2011 to December 31, 2011, 51 were not victims of another substantiated allegation within six months. This is a rate of no recurrence of maltreatment of 75.0%. In subsequent quarters we have had rates of 83.3%, 91.4%, 89.2%, 91.5% and most recently 92.7%.

**Target Improvement Goal:** Mariposa County will improve performance on this measure from 75.0% to  $\geq 94.6\%$ .

Mariposa County's performance rate finished at 90.0% in Q1, 2015 representing the review period 4/1/14 – 9/30/14. This represented a slight decline from 95.5% in Q1, 2014.

**Priority Outcome Measure or Systemic Factor:** C1.4 Reentry Following Reunification

Of all children discharged from foster care to reunification during the year, what percent reentered foster care in less than 12 months from the date of the earliest discharge to reunification during the year?

**National Standard:**  $\leq 9.9\%$

**CSA Baseline Performance:** According to the October 2012 Quarterly Data Report (Quarter 2 of 2012) of the 9 children who were discharged from foster care to reunification July 1, 2010 through June 30, 2011 one (1) reentered within 12 months from their earliest discharge. This is an 11.1% rate of reentry within 12 months. In subsequent quarters we have had rates of 11.1%, 7.7%, 16.7%, 13.6% and most recently 13.6%.

**Target Improvement Goal:** 0%

Mariposa County will improve performance on this measure from 11.1% to  $\leq 9.9\%$ .

Mariposa County's performance rate has improved to 0% for quarters Q2, 2014 through Q1, 2015 representing the review period 4/1/13 – 3/31/14.

**Priority Outcome Measure or Systemic Factor:** Measure 2F: Timely Monthly Caseworker Visits

This measure reports the percent of months requiring an in-person contact in which the contact occurred.

**National Standard:** 90%

**CSA Baseline Performance:** According to the October 2012 Quarterly Data Report (Quarter 2 of 2012), timely monthly caseworker visits for youth in foster care occurred 100% of the time. In subsequent quarters rates were 100%, 100%, 100%, 71% and most recently 50%. Relative to the national goal, the Probation Department's most recent performance was at 55.6%.

**Target Improvement Goal:** The Probation Department will improve performance on this measure from 50% to 100%. It has been determined that the caseworker makes the required monthly visits to youth in placement facilities, but fails to input the required data in the CWS/CMS system in a timely manner. The data entry issues are due to the overall reduction and/or elimination of out of home placements over the past several years which has caused a reduction and/or elimination of the need to access and report data into the CWS/CMS system. The infrequent use of this system by Probation staff makes it impossible for staff to become proficient at using the case management system. Probation staff received CWS/CMS data entry training in August 2014. Prior to training, Probation staff enlisted the help of local social workers to input data in a timely manner, which allowed the Probation Department to reach their targeted improvement goal.

Mariposa County performance rate finished at 100% for Q1, 2015 representing the review period 4/1/13 – 3/31/14.

| Measure S1.1: No Recurrence of Maltreatment   |   |              |  |   |
|---|---|--------------|--|---|
| <b>Strategy 1:</b><br><b>Utilize Participatory Family Planning Strategies: Safety Organized Practice (SOP) and Team Decision Meetings (TDM)</b>                       | <input type="checkbox"/> CAPIT<br><input type="checkbox"/> CBCAP<br><input type="checkbox"/> PSSF<br><input checked="" type="checkbox"/> N/A  |              | Applicable Outcome Measure(s) and/or Systemic Factor(s):<br><br><b>S1.1: No Recurrence of Maltreatment</b><br><br><input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project |   |
|   | Implementation Date:  |              | Person Responsible:  |   |
|   | A. Complete the SOP training for all staff and supervisors. Provide refresher training for SDM and training for new staff – as needed for maximum effectiveness/decision making, especially regarding Re-entry. |              | December 2013 – January 2015   |   |
|   | B. Write Policy and Procedures for use of SOP in CWS practices.   |              | June 2014 – December 2014  |   |
|   | C. Utilize SOP and SDM tools while working with clients and families, including tools such as Safety Mapping, Three Houses and Scaling Questions.   |              | December 2013 – January 2018   |   |
| D. Monitor Effectiveness of SOP through case staffings, supervision and Safe Measures Reports. Monitor proper utilization of SDM tools especially regarding Re-entry. |   | January 2016 |  | SW, CWS Supervisor, Social Services Deputy Director |

|   |   |                                      |   |
|---|---|--------------------------------------|---|
| <b>E.</b><br>SW to hold TDM within 48 hours of detention to include Safety Planning and engage support systems. SOP Mapping and Safety Planning to be included in TDM. Survey TDM participants for evaluation of process and results.   | June 2014<br>2014 Update: TDMs are held for some detentions. P & P and evaluations pending.   | June 2014 – Ongoing                  | SW, CWS Supervisor, parents/family, community members         |
| <b>F.</b><br>Continually assess the need for case planning strategies (SOP and use of TDMs) with clients and families to mitigate safety concerns.  | June 2014<br>2014 Update: SOP tools used as training progresses.  | January 2016 to assess effectiveness | SW, CWS Supervisor  |
| <b>G.</b><br>Continue to contract with BHRS for Differential Response Services through June 30, 2014. Encourage and support a community-driven process to develop a community-based program to provide child abuse prevention and early intervention services. Develop tool (s) and evaluate perceived and actual effectiveness of Team Decision Meetings and tools within Safety Organized Practice. | January 2015<br>2014 Update: DR contract ended 6-30-14. Mariposa Abuse Prevention Coalition (MAPC) task force is working on development of community-based child abuse prevention/early intervention service. | August 2015 – September 2018         | Human Services Management and Community Stakeholder taskforce |

| Measure C1.4: Reentry Following Reunification  |  |  |  |  |  |
|--|--|--|--|--|--|
| Strategy 1:<br>Utilize Participatory case planning strategies and Evidence and Strength Based Programs: Structured Decision Making (SDM), Safety Organized Practice (SOP) and Team Decision Meetings (TDM) | <input type="checkbox"/> CAPIT   | Applicable Outcome Measure(s) and/or Systemic Factor(s):   |  |  |  |
|  | <input type="checkbox"/> CBCAP   | C1.4: Reentry Following Reunification  |  |  |  |
|  | <input type="checkbox"/> PSSF  |  |  |  |  |
|  | <input checked="" type="checkbox"/> N/A  | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project |  |  |  |
| Action Steps:  | Implementation Date:   | Completion Date:   | Person Responsible:  |  |  |
| A. Complete SOP training for all staff and supervisors. Ensure staff understand and can utilize Safety Mapping with family.  | January 2014<br>2014 Update: Monthly formal training for SOP in process to conclude 1/15. Tools used as training progresses. | January 2015   | Central California Training Academy, County Management Staff |  |  |
| B. Provide training on SDM tools and Team Decision Meetings for new staff.   | July 2014 and continuing<br>2014 Update: New workers have received training on SDM tools in CORE.                            | December 2014 and annually as needed   | Central California Training Academy, County Management Staff |  |  |

|   |   |                |                                     |
|---|---|----------------|-------------------------------------|
| <b>C.</b><br>Develop Policies and Procedures for use of SDM, SOP and TDM.   | July 2014<br>2014 Update: P&P development is focus with new director -- new staff being hired to assist in this process.  | July 2015      | Management Staff                    |
| <b>D.</b><br>Utilize the tools and practice strategies while working with clients and families.                   | June 2014<br>2014 Update: We have begun to use tools and practice strategies with clients. This will be enhanced with continued training, coaching, and development of clear policies and procedures. | September 2018 | CWS Supervisor                      |
| <b>E.</b><br>Monitor consistency and effectiveness through case staffings, supervision and Safe Measures Reports. | June 2014   | September 2018 | CWS Supervisor and Management Staff |


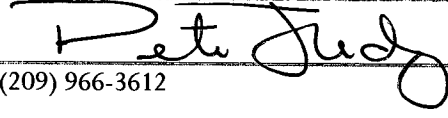

| Measure C1.4: Reentry Following Reunification   |  |  |                                      |
|---|--|--|--------------------------------------|
| Strategy 2:<br>Provide and Guide Strategic Support for Families During the Family Reunification (FR) and Family Maintenance (FM) Service Components of CWS  | <input type="checkbox"/> CAPIT   | Applicable Outcome Measure(s) and/or Systemic Factor(s):   |                                      |
|   | <input type="checkbox"/> CBCAP   | C1.4: Reentry Following Reunification  |                                      |
|   | <input type="checkbox"/> PSSF  |  |                                      |
|   | <input checked="" type="checkbox"/> N/A  | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project |                                      |
| Action Steps  | Implementation Date:   | Completion Date:   | Person Responsible:                  |
| <b>A.</b><br>Develop Policies, Procedures and Expectations of working with families specific to these components of child welfare. Promote early family engagement and on-going assessment of readiness for family reunification. Ensure referrals to Adoptions for children who demonstrate factors that suggest a likelihood of not returning home within six months. | April 2014<br>2014 Update: P&P development is focus with new director -- new staff being hired to assist with this process.<br>2015 Update: P&P development is a focus with new director -- new staff being hired to assist with this process. | December 2014  | CWS Supervisors and Management Staff |

| Measure 2F: Timely Monthly Caseworker Visits   |   |  |   |
|--|---|--|---|
| <b>Strategy 1:</b><br><b>Increase Outcome Measure 2F - Timely Monthly Caseworker Visits – by improving CWS/CMS Data Input</b>  | <input type="checkbox"/> CAPIT  | Applicable Outcome Measure(s) and/or Systemic Factor(s):   |   |
|  | <input type="checkbox"/> CBCAP  | <b>2F: Timely Monthly Caseworker Visits</b>  |   |
|  | <input type="checkbox"/> PSSF   | <input type="checkbox"/> Title IV-E Child Welfare Waiver Demonstration Capped Allocation Project   |   |
|  | <input checked="" type="checkbox"/> N/A   |  |   |
| <b>Action Steps:</b>   | <b>Implementation Date:</b>   | <b>Completion Date:</b>  | <b>Person Responsible:</b>                                    |
| <b>A.</b><br>The Probation Department will develop policies and procedures which identify CWS/CMS data input as a priority and establish deadlines for completion of data input. | Establishing CWS/CMS data input as a priority will be implemented.<br><br>February 2014 | Written policies and procedures establishing CWS/CMS data input as a priority will be completed by September 2014.<br><br>2014 Update: By February 2014, Probation implemented a department policy that CWS/CMS data input would occur within 7 days of out-of-home placement/monthly contact. Staff were further instructed to complete all required data fields. Written policies and procedures have not been completed. Probation and local CWS are currently in discussions about who will be responsible for data entry in the future. | Supervising Deputy Probation Officer, Chief Probation Officer |

|   |   |  |   |  |
|---|---|--|---|--|
|   |   | 2015 Update: Probation set the expectation for entering data into CWS/CMS within 24 work hours of placement related activity. To further assist in this effort, CWS will allocate a super user to data entry into CWS/CMS. |   |  |
| <b>B.</b><br>All Deputy Probation Officers (DPOs) assigned to supervise youth in foster care, will receive training on how to access and input data into CWS/CMS by the Resource Center for Family-Focused Practice Center for Human Services, UC Davis Extension.  | Effective February 2014, officers will receive training within 30 days of assignment to a placement caseload. | September 2014<br>2014 Update: The current Deputy Probation Officer assigned to the Juvenile Division and the Supervising Deputy Probation Officer of the Juvenile Division completed CWS/CMS training in August 2014.     | Supervising Deputy Probation Officer, Resource Center Training Coordinator                              |  |
| <b>C.</b><br>Due to the history of there not being any Probation youth in out-of-home placement, DPOs are not proficient with CWS/CMS data input. Therefore, the Juvenile DPO supervising a youth with a Court Order for placement will contact a Child Welfare Services Supervisor to arrange for assistance with the CWS/CMS data input, to ensure timely and accurate input of data.<br>The DPO will work with a CWS representative until such time as DPO becomes proficient with CWS/CMS data input. | Effective February 2014, immediately upon receipt of Court Order for Placement of any youth.                  | September 2014<br>2014 Update: Prior to completion of CWS/CMS training in August, Probation staff received assistance from local CWS to complete CWS/CMS data entry for youth under a placement order.                     | Deputy Probation Officer assigned to supervise youth in placement, Supervising Deputy Probation Officer |  |

# California – Child and Family Services Review Signature Sheet

For submittal of: CSA ☐ SIP ☐ Progress Report ☒

|  |  |
|--|--|
| County   | Mariposa County  |
| SIP Period Dates                                       | October 31, 2014 – September 30, 2015  |
| Outcome Data Period                                    | July 1, 2015 (Quarter 1)   |
| County Child Welfare Agency Director                   |  |
| Name   | Chevon Kothari   |
| Signature*   |     |
| Phone Number   | (209) 966-2000   |
| Mailing Address  | P.O. Box 99<br>Mariposa, CA 95338  |
| County Chief Probation Officer                         |  |
| Name   | Pete Judy  |
| Signature*   |  |
| Phone Number   | (209) 966-3612   |
| Mailing Address  | P.O. Box 76<br>Mariposa, CA 95338  |
| Public Agency Designated to Administer CAPIT and CBCAP |  |
| Name   | Mariposa County Human Services Department  |
| Signature*   |  |
| Phone Number   | (209) 966-2000   |
| Mailing Address  | P.O. Box 99<br>Mariposa, CA 95338  |
| Board of Supervisors (BOS) Signature                   |  |

Mail the original Signature Sheet to:

Children's Services Outcomes and Accountability Bureau  
Attention: Bureau Chief  
Children and Family Services Division  
California Department of Social Services